

# Analysis of the Use of “Emotional Intelligence” For Improving Leadership Development

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## Abstract

The research project is based on the different types of leadership styles that are present in the organizations. Along with this, it has been observed that these leadership styles help improve the role and responsibility of the leaders in the organizations' internal sector. In this aspect, applying “Emotional Intelligence” can be helpful for the development process of leadership. It also highlights the accurate description to justify the Research Aims and Objectives. Along with this, in the Literature Review section, the different aspects of the leadership approach, as well as Emotional Intelligence, are described. Moreover, the areas not covered in this research project are described and detected as the Literature Gap.

The study deals with the importance of Artificial Intelligence (AI) in developing leadership skills. Leadership plays an influential role in analyzing the performance levels of employees. The current situation of the completion is making technological development, and it has been mandatory to accept the change. The in-depth analysis has been done by using the Primary Quantitative Method with the involvement of 85 respondents. Different concepts have been developed to know the consequences of using Artificial Intelligence (AI). Leadership is directly linked with Artificial Intelligence (AI) development, defined or evaluated in the analysis. SPSS is the software used in this study which has used different types of tests relevant to the study. It has been developed with the help of proper concept studies.

**Keywords:** Emotional Intelligence, Leadership, Leadership Skills, Leadership Development

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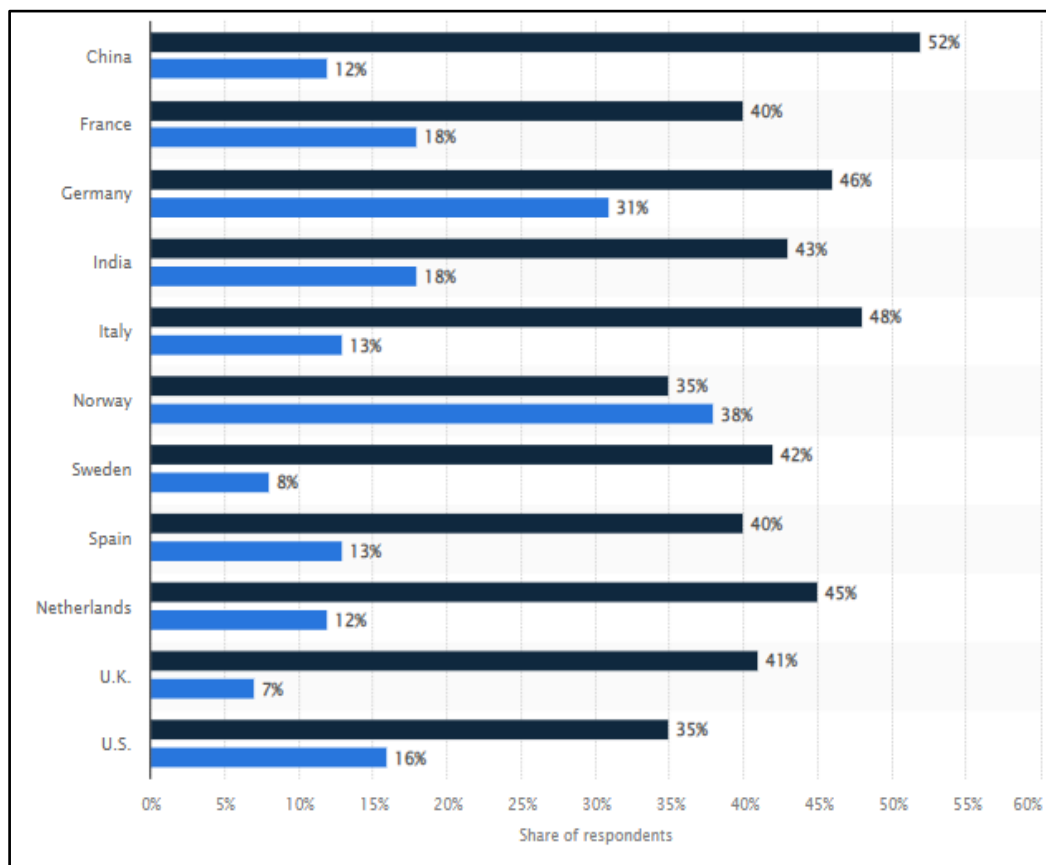
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## I. Introduction

The research study mainly relies on the leadership styles usually developed in the internal sector of an organization. These leadership styles require an improvement process that helps to improve the practices and approaches made by the organization's leaders (Kanesan & Fauzan, 2019). In this aspect, applying “emotional intelligence” can be helpful for the development process of leadership (Mustafa *et al.*, 2020). This research study adequately describes the significant aims and objectives of the relevant topic.

## Backgrounds

The leaders of a business organization provide different approaches to the organization, and these approaches are mainly engaged in managing all the practices performed in a business organization. On the other hand, “emotional intelligence” refers to the processes involved in improving different emotional characteristics present in an individual (Specchia *et al.*, 2021). Therefore, with practical, emotional intelligence, the features that need to be present among leaders can be improved.



**Figure 1.1: Parameters of “Emotional Intelligence” Test**

(Source: Statista, 2023)

The above-developed Figure describes different parameters used to change the presence of different types of emotional characteristics. Five other parameters are present in an “emotional intelligence” test. These five parameters are vulnerable, emerging, functional, skilled, and expert.

### Research Aims and Objectives

The main focus of the research project is to investigate the benefits of the implication of “emotional intelligence” in improving the leadership development process. With the help of this achieving aim, the researcher can improve the quality of the research project.

Hence, the significant research objective is mentioned below:

- To find out the applications of “emotional intelligence” in the different aspects of a business organization.
- To analyze the different styles of leadership usually observed in the business organizations.
- To determine the process involved to develop leadership in an organization.
- To find out the involvement of “emotional intelligence” (EI) in the leadership improvement process of an organization.

### Research Questions

The questions are mainly based on the types of objectives developed in a research project. Hence the research questions are described in the below section:

**RQ1:** What are the applications of “emotional intelligence” in the different aspects of a business organization?

**RQ2:** How to analyze the different styles of leadership usually observed in business organizations?

**RQ3:** How to determine the process involved developing leadership in an organization?

**RQ4:** What is the involvement of emotional intelligence in the leadership style improvement process of an organization?

### Significance of the Research

The research study is focused mainly on the significance of the quality of the final outcomes derived from a research project. This research project primarily focuses on the leadership development process performed in the

business organisation's internal sectors. To improve the leadership style, the organization needs to incorporate different characteristics that help the leaders become good leaders (Saputra&Mahaputra, 2022). The organization can perform this process with the help of emotional intelligence.

## II. Literature Review

### Introduction

The organizational leaders are involved in performing different types of tasks in the internal sector of the organization, and all these tasks are involved in improving the future of the business organization (Mulyana *et al.*, 2022). On the other hand, “emotional intelligence” is derived as the process that helps to detect the presence of different emotional characteristics in an individual.

### Application of Emotional Intelligence (EI)

EI is used in order to perform the internal motivation that helps to reduce the chances of procrastination. Along with this, it has been observed that “emotional intelligence” also helps self-confidence levels (Kanesan&Fauzan, 2019). Moreover, with the implication of emotional intelligence, an individual develops the capability to improve focus on goals.



**Figure 1.2: Application of Emotional Intelligence**  
(Source: Influenced by Mulyana *et al.*, 2022)

The above-mentioned figure sheds light on applying “emotional intelligence” tests to build the potential management of different aspects. As per the opinion by Ahad *et al.*, (2021), “emotional intelligence” helps to develop self-awareness capability among individuals. Managing self-developed skills, “emotional intelligence” also plays an influential role. In addition to that, it has been observed that “emotional intelligence” is also involved in creating awareness of the responsibility which is needed for a business. Social management also requires developing “emotional intelligence” among individuals (Mustafa *et al.*, 2020). The above-discussed aspects require an active emotional intelligence maintenance.

### Leadership Styles in an Organization

The term leadership style describes the particular way leaders follow to accomplish the objectives of a business organization. As per the words by Kalkan *et al.*, (2020), leaders can motivate the organization’s employees with the help of a proper leadership style. Development of the goal and planning different actions for achieving the goal also require the appropriate selection of the leadership style.



**Figure 1.3: Various Kinds of Leadership Styles Present in Organizations**  
(Source: Influenced by Abasilim, Gberevbie&Osibanjo, 2019)

The leadership style can be of seven different types, as shown in the above-stated Diagram. These different types of leadership styles, which include “*democratic, autocratic, laissez-faire, transformational, transactional, bureaucratic, and servant leadership style*”, play a significant role in the growth and development of an organization (Abasilim, Gberevbie&Osibanjo, 2019). The democratic leadership style is usually involved in developing the decision-making capability among the leaders. This democratic leadership style also provides different types of opportunities for the leaders to give a direction to the workers to manage the work-life balance.

As per the view of Sunarsi *et al.*, (2020), autocratic leadership is involved in providing approaches that are opposite to the democratic “leadership style”. The autocratic “leadership style” mainly focuses on holding authority in an organization. In other words, the laissez-faire leadership style is also called the passive approach to leadership. Transformational leadership helps to develop the capability of transforming the leaders’ skills as per the requirement of the situation. Because of that, transformational leadership is considered one of the most potent leadership styles compared to other leadership styles (Akanji *et al.*, 2020). A transactional leadership style is suitable for handling short-term changes in the internal sector of the organization.

### Leadership Development Process

Leadership development is the process that expands the leaders' capability to perform leadership roles in the organization. To develop leadership skills, the organization needs to create different strategies, and as per the strategies, the organization also needs to plan other actions (Ichsan *et al.*, 2021). All these strategies and activities help to improve the capability of the leaders. With an improved capacity, leaders can manage the work culture in a better way.



**Figure 1.4: Leadership Development Process**  
(Source: Influenced by Syakur *et al.*, 2020)

From the above Figure, seven different kinds of steps are present in the leadership development process. These seven steps are identification of the perceived requirements, identification of the current state of the leaders, analyze the gaps present in the selected leadership style, design of new skills for the leaders, development of a proper leadership style, implement the leadership style in the organization and the last measure the growth in the capability of the leaders in an organization (Huertas-Valdivia, Gallego-Burín&Lloréns-Montes, 2019). All these steps help to improve the performance of the leaders, and as a result, leaders can perform the strategy development process and alignment building process in a better way. These capabilities also help accelerate the organisation's further growth at a higher rate.

#### **Effect of “Emotional Intelligence” in the Leadership Improvement Process in an Organization**

"Emotional intelligence" refers to the process used to check an individual's ability to control different types of emotional feelings. Therefore, with the help of the "emotional intelligence" test, the organization can judge the leader's capability to handle any situation that occurs in the organization's internal sector (MacCann *et al.*, 2020). Additionally, the leaders' capacity to control their emotional aspects in the work sector is also estimated with the help of emotional intelligence.



**Figure 1.5: Effect of "Emotional Intelligence" in the Leadership Improvement Process**

(Source: Influenced by Guterresa, Armanu&Rofiaty, 2020)

The above-shown Diagram describes the results after performing the "emotional intelligence" test to find out the strength and weaknesses of the leaders. The presence of high-level "emotional intelligence" indicates that the leaders can develop a stress-free work culture in the internal sector of the organization (O'Connor *et al.*, 2019). On the other hand, the presence of a low level of "emotional intelligence" detects the poor quality communication capability of the leaders. With the help of high-level emotional intelligence, the leaders develop the capacity to inspire and motivate the other workers of the organization. According to Kanesan&Fauzan (2019), the presence of impulsive nature and an inability to handle stressful nature indicates a reduced level of "emotional intelligence" among the leaders of an organization. A supporting character among the leaders is developed due to high emotional intelligence.

### Literature Gap

In this research project, different aspects present in the leadership approaches of various organizations are discussed. Along with this, plans used to develop the leadership approaches are also described with the help of this research project. Apart from this, the skills present in leadership and those that need to be present in all leaders are not described in this research project (Fries, Kammerlander&Leitterstorf, 2021). Along with this, the leaders' roles in managing the business organizations need to be properly described in this section. The researcher needed more data and information to describe the above-stated areas accurately. These areas mainly refer as the literature gap of this research project.

### Theoretical Framework

#### *Likert's Behavioral Theory of Leadership*

According to *Likert's Behavioral Theory of Leadership*, effectiveness in the performance of organizations is based on the leadership and its success provided by individuals in the managerial post of that organization (Fries, Kammerlander&Leitterstorf, 2021). Along with this, leaders of an organization are also responsible for performing different tasks and developing different strategies. These strategies then help plan actions that support achieve the organization's business goals.



**Figure 1.6: Likert's Behavioral Theory of Leadership**  
(Source: Influenced by Purwanto *et al.*, 2020)

According to the above Diagram, effective leadership depends on these four basic styles. These four basic styles are Explorative Authoritative, Benevolent Authoritative, Consultative, and Participative (Purwanto *et al.*, 2020). The Explorative Leadership Style majorly considers the improvement of the rate of productivity of a firm. Alternatively, the Benevolent "Authoritative Leadership Style" focuses on developing proper relations with the organization's employees. Consultative Leadership Styles encourage employees to make the right decisions to improve their and the organization's future (Elkhwesky *et al.*, 2022). The last category is the Democratic Leadership Style, which involves developing an open communication system in the organization. As a result, it helps to facilitate the organisation's work culture.

### III. Conclusion

Thus, the research project mainly focuses on the leadership styles in a business organization. Along with this, it has been observed that the organization needs to incorporate different soft skills among the leadership to improve and develop the leadership approaches. In order to perform the leadership improvement process, the organizations incorporate the "emotional intelligence" process. The last category is the Democratic Leadership Style, which involves developing an open communication system in the organization. As a result, it helps to facilitate the organization's work culture.

### IV. Methodology

The Primary Quantitative Method has been implemented in this study to explore the facets of "emotional intelligence" and its requirement in leadership development programs. As stated by Mishra & Alok (2022), the Primary Quantitative Method is vital to help gather the proper analysis of the research topic. In other words, the Quantitative Method uses statistical tools and offers numerical information, thereby; the probability of obtaining accurate data analysis increases. Following its utility, most studies apply the Primary Quantitative Method wherein a survey procedure is conducted. Surveys are ascertained to be critical since it helps in collecting a range of data set which is relevant to the study. According to the findings of Patel & Patel (2019), information is obtained primarily from the target samples that have been adequately retrieved from a large set of populations with a specific understanding of the research study. Accordingly, a Questionnaire set is developed comprising ten questions, and 85 responses are collected.

Furthermore, the data analysis segment is executed through the help of SPSS, a statistical tool that has remarkable contributions to research studies (Greening, 2019). Therefore, under SPSS analysis, a series of tests are conducted, such as descriptive statistics, reliability, validity, multiple regressions and correlations.

### V. Data Analysis

#### Demographic

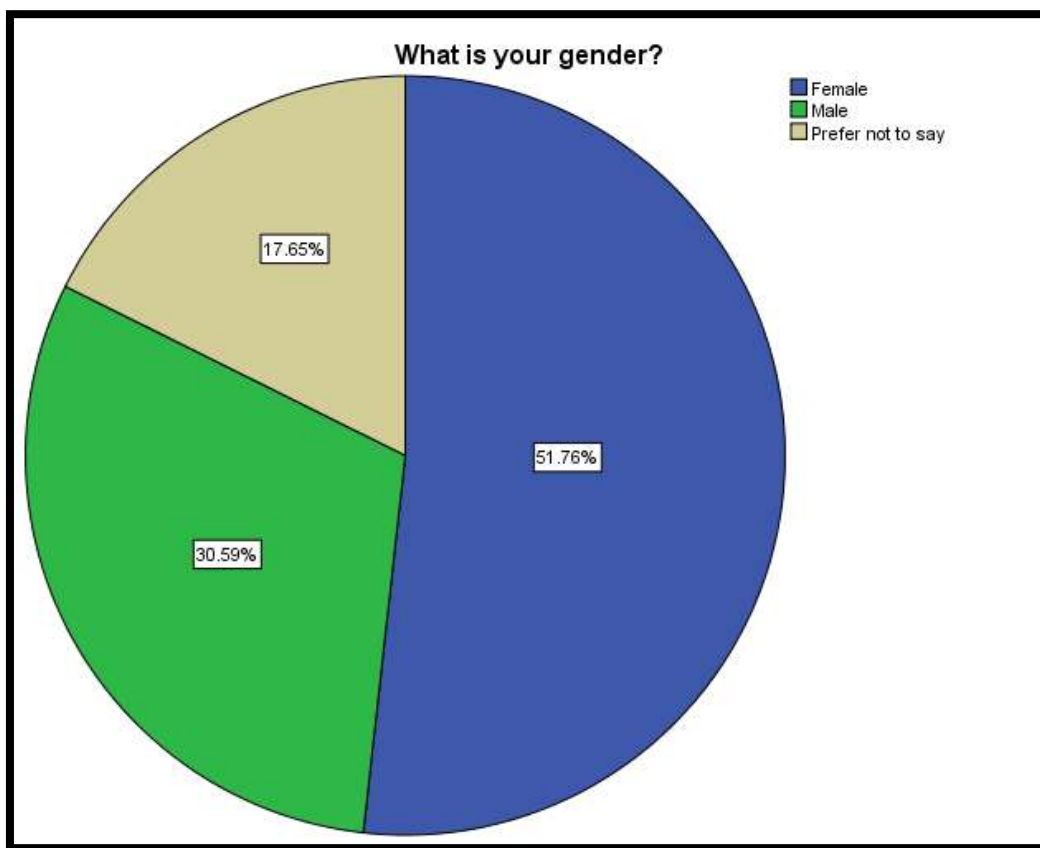
The demographic analysis holds immense importance, given that data collection is significant to understand the impact of survey responses (Gaciu, 2020; Al-Ababneh, 2020). The demographic details include gender, age group and experience level of the participants.

**Gender**

What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	44	51.8	51.8	51.8
	Male	26	30.6	30.6	82.4
	Prefer not to say	15	17.6	17.6	100.0
	Total	85	100.0	100.0	

**Table 4.1: Gender**  
(Source: SPSS)

The Table above shows the frequencies of gender whereby the first alternative is male, the second alternative is female, and the third alternative belongs to the category of prefer not to say. The frequency values help one to measure the number of responses obtained from the concerned category (Barrientos-Báez et al., 2022). Accordingly, the frequency for the first, second and third options are 26, 44 and 15, respectively.



**Figure 4.1: Gender**  
(Source: SPSS)

The precedent Figure gives a graphical representation of the percentages of demographic information. According to the arguments of Perera, Nayak & Nguyen (2022), through SPSS analysis, graphical figures are obtained. In compliance with this, it helps to view the percentages related to survey responses and assess their impact. Hence, for the first alternative, the approximate responses are 30.59%, whereas the second alternative showcases about 51.76% of responses. The option, prefer not to say, has recorded 17.65% of survey responses. Thus, the female category is the highest percentage of participants.



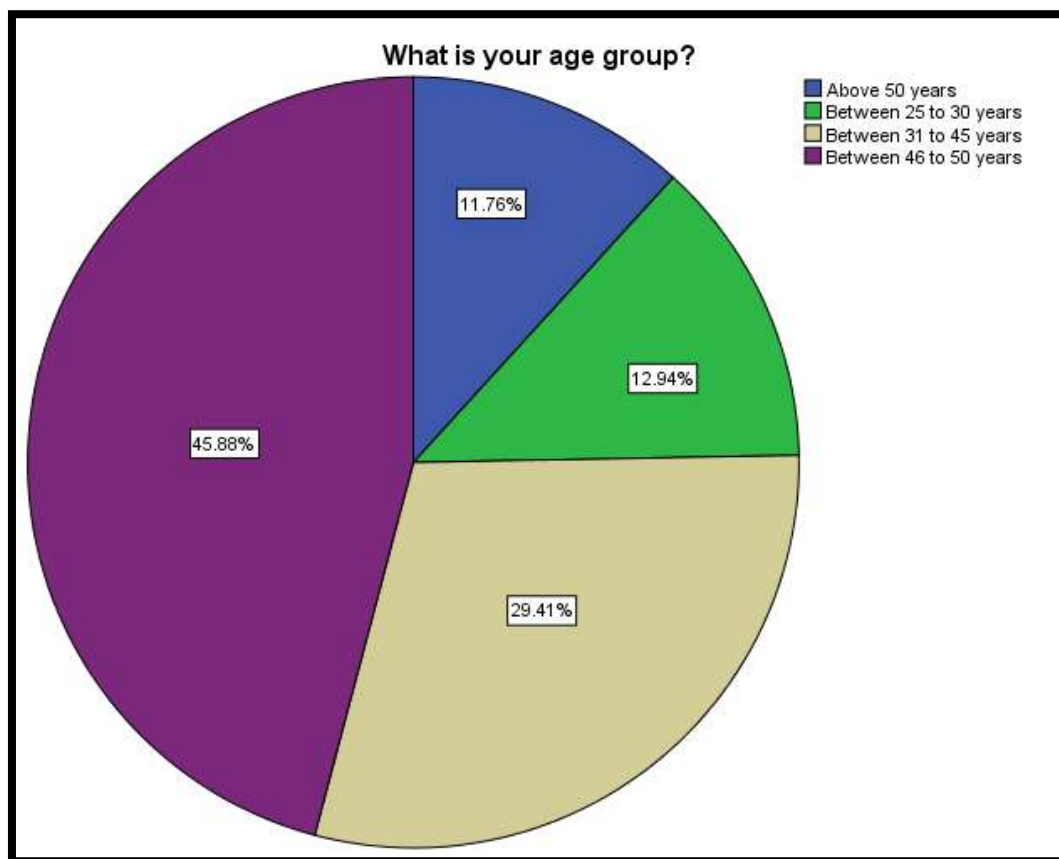
**Age**

**What is your age group?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Above 50 years	10	11.8	11.8	11.8
Between 25 to 30 years	11	12.9	12.9	24.7
Valid Between 31 to 45 years	25	29.4	29.4	54.1
Between 46 to 50 years	39	45.9	45.9	100.0
Total	85	100.0	100.0	

**Table 4.2: Age Group**  
(Source: SPSS)

From the above mentioned Table, the percentages and frequencies of the chosen participants are observed. The demographic details related to the age group are valuable for a study since it shows a varying range of responses (Lo, Rey-Martí&Botella-Carrubi, 2020; Chatterjee, 2021). Regarding the age group, the first option is between 25 to 30 years, the second option is between 31 to 45 years, the third option is between 46 to 50 years, and the fourth option showcases above 50 years. Concerning this, the frequency of the respective categories is 11, 25, 39 and 10.



**Figure 4.2: Age Group**  
(Source: SPSS)

The precedent Figure gives a graphical representation of the percentages of survey participants wherein 85 responses are collected. Following the comments of Noble, Scheinost& Constable (2019), it is witnessed that information relating to age group plays a pivotal role in obtaining a detailed data analysis. Therefore, Figure 4.2 helps to ascertain the response percentages concerning the different age groups of the target audience. The approximate response for the first alternative is 12.94%, whereas the second alternative showcases about 29.41% of responses. On the other hand, about 45.88% and 11.76% of survey responses are recorded for the third and fourth options sequentially.

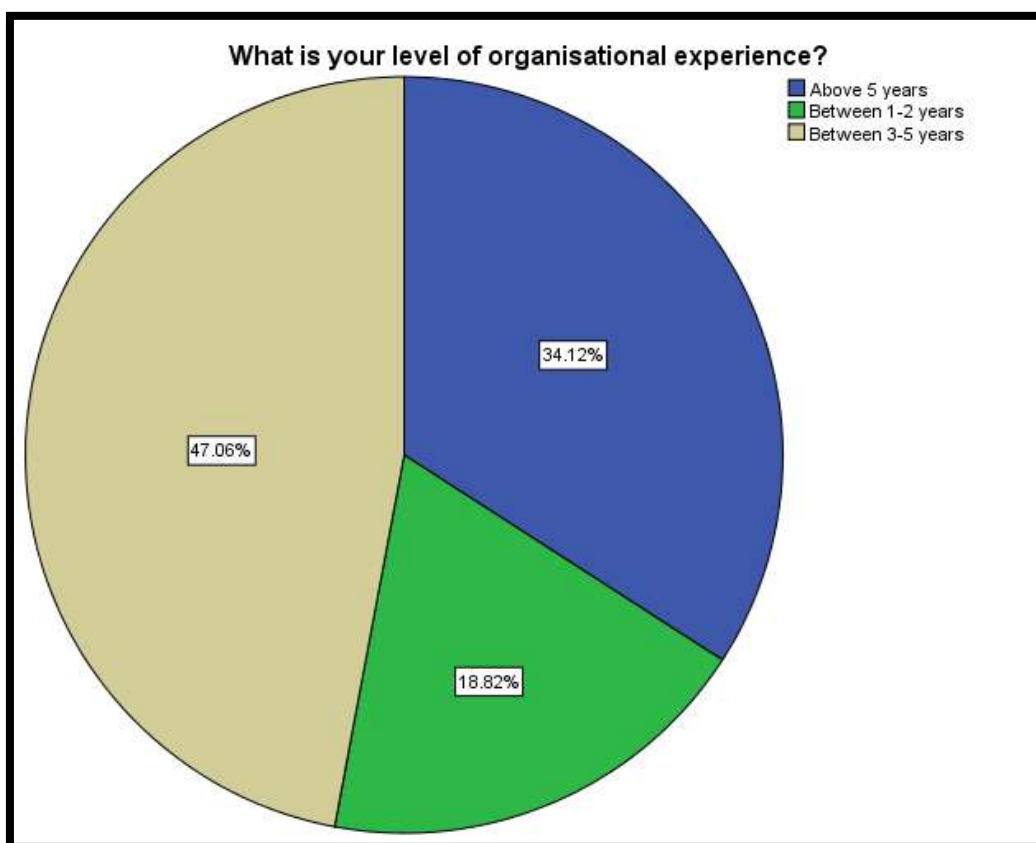
**Experience Level****What is your level of organisational experience?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Above 5 years	29	34.1	34.1
	Between 1-2 years	16	18.8	52.9
	Between 3-5 years	40	47.1	100.0
Total	85	100.0	100.0	

**Table 4.3: Level of Organisational Experience**

(Source: SPSS)

The Table above shows the selected participants' organisational experience frequencies. It is seen that the first segment is between 1 to 2 years, the second segment is between 3 to 5 years, and the third segment is above five years. Following this, the frequency observed for the first, second and third options is 16, 40 and 29. Therefore, the highest frequency is recorded from participants with organisational experience between 3 to 5 years.

**Figure 4.3: Level of Organisational Experience**

(Source: SPSS)

From the above-given Figure, the demographic details of the organisational experience are presented in a graphical form. As Wang *et al.*, (2019) pointed out, including SPSS software enables the study to receive statistical information. This statistical information is crucial for viewing the participant's percentages relating to survey responses and, thus, critically analysing the impact of their responses. Accordingly, the first section of participants recorded approximately 18.82% of responses, and the second and third sections recorded 47.06% and 34.12% of responses, respectively.

### Descriptive Analysis

However, descriptive statistics are typically found in most statistical analyses; SPSS software showcases certain specific utilities. As opined by Berditchevskaia, Maliraki&Stathoulopoulos (2022), including descriptive analysis aids in attaining an overall summary of the statistical data set. Speaking in light of numerical details, the focus of the descriptive test is linked with providing a comprehensive and summarised version of the central tendency such as mean, median, mode and many more. As observed in the study of Egbert & Staples (2019), there are two major purposes of descriptive statistics; it offers basic information regarding the items in the collected data set and helps study the relationship between the observed variables. In addition, it is seen that descriptive statistics provide details related to measures of dispersion, namely, skewness, range, variance, standard deviation and several others.

### Descriptive Statistics

	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IV	85	12.00	3.00	15.00	626.00	7.3647	3.34467	11.187	.829	.261	-.160	.517
DV	85	16.00	4.00	20.00	808.00	9.5059	4.40136	19.372	.959	.261	.106	.517
Valid N (list-wise)	85											

**Table 4.4: Descriptive Test**  
(Source: SPSS)

Table 4.4 represents the descriptive statistics obtained from the SPSS tool. The mean value displays the average of the whole data set, whereas the standard deviation is accountable for ascertaining the entire spread of the collected data. According to Mishra *et al.*'s (2019) observations, the probability of normal distribution is witnessed by observing the spread of data, thereby; the value of standard deviation is significant for data analysis. The Table above shows the mean and standard deviation values as 7.3647 and 3.34467 for the independent variable. The skewness's positive sign exhibits the data's tail to be longer and falls on the right side, whereas the negative sign of the kurtosis represents the distribution to be flat.

### Reliability Test

In order to understand the features of the measurement scales and the related items of that scale, the prospect of reliability analysis comes to the forefront. Through applying the reliability test, one can measure the extent of commonly utilised methods to receive scale reliability (Noble, Scheinost& Constable, 2019; Hesamian& Akbari, 2020). Moreover, the reliability analysis process is crucial to extensively study the association between the individual items presented in the scale.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	N of Items
.848	.866	2

**Table 4.5: Reliability Test**  
(Source: SPSS)

Table 4.5 sheds light on the values of the Reliability Test obtained with the help of Cronbach's Alpha Model. This model is responsible for displaying the consistency internally of the items, which is related to the inter-item connection. Furthermore, the reliable score above 0.8 makes the data set highly reliable; therefore, .866 states that the data is exceptionally reliable.

### Validity Test

The validity test is of utmost significance, considering its utility in highlighting the accuracy of the method required to measure the data set. As stated by Tarman&Kilinc (2022), it can be ascertained that a higher validity ensures the results correlate to actual factors and properties in terms of their application in the physical world. In

*Analysis of the Use of “Emotional Intelligence” For Improving Leadership Development*

addition, there is an exclusive correlation between reliability and validity because higher reliability inherently indicates that the data set is valid.

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.500
Approx. Chi-Square	72.194
Bartlett's Test of Sphericity df	1
Sig.	.000

**Table 4.6: Validity Test**

(Source: SPSS)

The precedent Table provides the values of the validity test, executed with the assistance of the KMO Bartlett's Test—the Approx. The chi-Square value showcases 72.194, which indicates the data set is valid. The significance value is ascertained to be .000. Moreover, Bartlett's sphericity test assesses whether the gathered data falls under a random sample.

### Multiple Regressions

The implication of multiple regressions is valuable since it helps estimate the connection between the observed variables. As per the observations of Weisburdet *et al.*, (2022), multiple regressions are comprehensive statistical techniques implemented to explore the underlying association between one dependent variable and several other independent items. One of the driving forces of multiple regressions is obtaining the values of independent variables, which in turn enable one to signify the value of the dependent variable.

### Model Summary

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.764 <sup>a</sup>	.583	.578	2.85869	.583	116.123	1	83	.000	1.535

**Table 4.7: Model Summary**

(Source: SPSS)

Table 4.7 offers a detailed analysis of the model summary, an inherent component of multiple regressions. In the case of the model summary, R square and Adjusted R square value are investigated, which is observed to be .583 and .578, respectively.

### ANOVA

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	948.964	1	948.964	116.123	.000 <sup>b</sup>
	Residual	678.283	83	8.172		
	Total	1627.247	84			

**Table 4.8: ANOVA**

(Source: SPSS)

ANOVA stands for analysis of variance, a statistical formula that aids in studying and contrasting the values of variances in terms of the data set's average. Furthermore, it shows a variety of circumstances that can highlight any significant disparity between the concerned groups (Neamat& Hassan, 2021; Jin, 2021). About the ANOVA test, the value of the F statistic is said to be vital; accordingly, it is noticed to be 116.123.

### Coefficients

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.105	.754		
				2.793	.006

IV	1.005	.093	.764	10.776	.000
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**Table 4.9: Coefficients**  
(Source: SPSS)

The Table mentioned earlier gives a detailed view of the coefficient tests conducted under multiple regressions. As Turhan (2020) argued, the proximity of data in a scatter plot fall is noticed by analysing the coefficient value. In other words, the nature of data observed in a scatter plot falls in terms of a straight line and is evaluated through the statistical tool of coefficient. Thereby, the beta value of the coefficients exhibits .764, and the significance value is .000.

## Correlations

		IV	DV
IV	Pearson Correlation	1	.764**
	Sig. (2-tailed)		.000
	N	85	85
DV	Pearson Correlation	.764**	1
	Sig. (2-tailed)	.000	
	N	85	85

**Table 4.10: Correlations**  
(Source: SPSS)

The Pearson Test is conducted to investigate the correlation values of the observed variables. It is seen that the statistical role of utilising a Pearson Correlation Test is connected with understanding the correlation between two consistent variables (Waldmann, 2019; Baaket *al.*, 2020). Therefore, Pearson's Correlation is essential in indicating the relationship and association between the chosen variables' magnitudes and detecting their direction. In compliance, the significance value is at .000 for both variables.

## VI. Conclusion

Thus, it can be said that "emotional intelligence" and its implementation of leadership programs are correlated, which is instrumental in encouraging employees. Employees are an effective tool to attain intensive growth of organisational functioning, and leaders are equally vital to direct the course of workers and instil motivation. Following the earlier discussion, it has been seen that "emotional intelligence" is actively involved in all spectrums of individuals' personal and professional lives. The basis of self-awareness and self-regulation stems from the notion of "emotional intelligence", which paves the pathway for individuals to have a grip over their emotional front and critically view their surroundings.

Regarding emotional intelligence, the present workplace conditions have exceedingly benefited, considering its association with empathetic values possessed by workers. The corporate and business society has been dealing with numerous scenarios that reduce workers' motivation and diminish their self-efficacy and efficiency. However, workers with great "emotional intelligence" are observed to handle difficult situations and are prone to adapt quickly to the changing business environment.

In compliance with the study, it has been seen that "emotional intelligence" can help sustain workplace conditions and business environments in the long run. Furthermore, the research study highlights the association between "emotional intelligence" and leadership development programs. In the precedent segments of this study, one of the core fundamentals of leadership is linked with leaders' ability to encourage and motivate their subordinates. In other words, the leader has an influential impact in altering employees' engagement levels and induces better creativity and innovative skills. Therefore, using "emotional intelligence" as a tool to implement leadership programs is viewed critically. The base of leadership programs outlines the necessity for leaders to impose self-management, recognise their ability to control emotions and impose a positive outlook on the team members. The notion of a positive outlook directly corresponds with inducing better trust among workers. It, in turn, aids the leader in directing the events occurring during organisational functioning.

Moreover, the Primary Quantitative Method has been implemented in this study—one of the most commonly applied research methodologies. The practice of the Primary Quantitative Method is obtained through the execution of the survey process. A Questionnaire design is constructed in the survey process since survey responses must be collected from the research population (Waldmann, 2019). It is seen that the research population needs to be relevant to the study, and thereby, the target sample is achieved. Accordingly, the study has utilised the survey procedure to collect data from 85 respondents, and a complete set of 10 questions has been constructed.

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*Analysis of the Use of “Emotional Intelligence” For Improving Leadership Development*

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Followed by the data collection method, the prospect of data analysis comes to the forefront. In order to interpret the gathered information and denote its accuracy and consistency, the study has deployed the SPSS software. Hence, SPSS analysis helps in data analysis whereby several tests have been conducted, such as descriptive statistics, multiple regressions, correlation, reliability and validity.

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*Analysis of the Use of “Emotional Intelligence” For Improving Leadership Development*

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**Appendices:****Appendix 1: Questionnaire**

## Questionnaire

1. What is your gender?

- Male
- Female
- Prefer not to say

2. What is your age group?

- Between 25 to 30 years
- Between 31 to 45 years
- Between 46 to 50 years
- Above 50 years

3. What is your level of organisational experience?

- Between 1-2 years
- Between 3-5 years
- Above 5 years

4. The principal aspect of “emotional intelligence” in the workplace is associated with enhancing interpersonal relationships.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

5. “Emotional intelligence” in workplace settings helps to evaluate non-verbal cues and modify behaviour accordingly.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

6. Leaders comprising of adequate levels of “emotional intelligence” acquire a greater amount of self-management and have control over emotional grounds.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

7. Employees having higher “emotional intelligence” have higher self-awareness, intrinsic motivation, empathy and appropriate social skills.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

8. The application of “emotional intelligence” enables leaders to build effective relationship management with employees and boost their engagement.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

9. Leadership development programs based on active usage of “emotional intelligence” aid leaders in positively influencing workers.

- Strongly disagree
- Disagree



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*Analysis of the Use of “Emotional Intelligence” For Improving Leadership Development*

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- Neutral
- Agree
- Strongly agree

10. Leaders need to create a definite balance in “emotional intelligence” to gain optimum effectiveness from employees and cater to leadership programs.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree